

Service Excellence Case Study

Introduction

Miami-Dade County's Mission Statement

“Delivering excellent public services that address our community’s needs and enhance our quality of life.”

Miami-Dade County's Guiding Principles

- Customer-focused and Customer-driven
- Honest, Ethical and Fair to All
- Accountable and Responsive to the Public
- Diverse and Sensitive
- Efficient and Effective
- Committed to Development of Leadership in Public Service
- Innovative
- Valuing and Respectful of Each Other
- Action-oriented

Miami-Dade County's Strategic Themes

- Ensure Miami-Dade County operates in a fiscally responsible and stable manner
- Improve the quality of life for all County residents
- Protect the safety and quality of Miami-Dade County's neighborhoods
- Continuously improve the performance and capabilities of County operations by maximizing technology, fostering innovation, and increasing access to and information regarding services
- Promote responsible and comprehensive policy development through effective planning for land use, transportation, and growth management
- Promote a healthy economy through business development, further economic diversification based on key industries, and by addressing economic disparities in our community
- Develop and maintain an effective transportation system
- Protect and preserve our unique environment
- Promote cooperation and coordination among all government services

Case Study # 2.1

Issue: Taking the next step - Migrating Customer Service to Service Excellence

Background:

The Department of XYZ “facts to know”

- 300 employees
- Low turnover rate
- Low internal career growth opportunities due to low turnover rate
- Satisfactory morale, however not excellent
- Budget-focused department with Customer Service coming a close second
- Competent management
- 6-to-1 employee to supervisor ratio
- Diverse workforce
- Extremely sensitive to internal and external political pressures

Instructions: Break into groups, read and analyze the scenario below

Time: 20 minutes

Players: XYZ Department Director
XYZ Customer Relations Division Director

Scenario: The Department of XYZ has shown a slow but steady increase in customer service responsiveness. However, the most recent customer satisfaction survey from County residents has shown a drop in the levels of customer satisfaction. XYZ's Department Director called a senior staff meeting with his Division Directors to talk about these results and how to go about fixing it. XYZ's Department Director assigned this responsibility to the XYZ Customer Relations Division Director. A comprehensive plan to excel in customer service was needed to be formulated and presented for next month's senior staff meeting. The XYZ Customer Relations Division Director realized this was his toughest challenge. Overall, his department was evaluated in the upper tier of departments in providing good customer service. His mission was to strive for service excellence. The XYZ Customer Relations Division Director called in his staff for a meeting to figure out how to tackle this issue. The staff also had a hard time figuring out how to bring customer service to the next level of service excellence. Next month's senior staff meeting will be here in no time and decisions had to be made.

After a brainstorming session with the Customer Relations staff, they revisited the County's mission statement, guiding principles and strategic themes.

Some of the following ideas came out with a corresponding pro and con for each idea:

- Survey internal and external customers
 - Pro – Get first-hand knowledge of customers' concerns
 - Con – Time needed to implement program
 - Tidbit: Some information may be new, some already aware of
- Survey XYZ Department staff
 - Pro – Get troops' input
 - Con – Incomplete picture by not including customers
 - Tidbit: Last internal survey done was done by internal staff and not too successful; it is recommended to hire a third party consultant to do the survey to guarantee employee anonymity
- Hire a third party consultant specializing in Service Excellence
 - Pro – Get third party, unbiased analyses of situation
 - Con – Costs
 - Tidbit: RFP process is time-consuming
- Find out what other County departments are doing to tackle this issue
 - Pro – Leverage other best practices within the County
 - Con – Political issues may come into play
 - Tidbit: The Employee Relations Dept. is doing a cross-training program for its employees to be more responsive to customer inquiries
- Wait till next budget cycle to have the dollars needed to implement a full blown Service Excellence Program
 - Pro – Provide the best Service Excellence Program money can buy
 - Con – Time is against you and you need to do it now
 - Tidbit: New budget cycle is coming in 3 months

Discuss in your group(s) and come up with some additional ideas and recommend a specific course of action of what you would do if you were the Customer Relations Division Director?